



A&T Preeminence:

TAKING THE MOMENTUM TO 2023

NORTH CAROLINA AGRICULTURAL AND TECHNICAL STATE UNIVERSITY STRATEGIC PLAN



WE **CULTIVATE** A CULTURE
OF **INTELLECTUAL** INQUIRY,
PERSONAL **GROWTH AND**
ACHIEVEMENT.

A&T Preeminence: **TAKING THE MOMENTUM TO 2023**

CONTENTS

2	Message from the Chancellor
3	About the University
4	Executive Summary
6	Original A&T Preeminence Goals
9	Refreshed Vision, Mission and Core Values
10	Refreshed Goals
13	Strategies
18	Key Performance Indicators
20	Acknowledgements

Message
FROM THE CHANCELLOR



The significant progress that North Carolina Agricultural and Technical State University has made toward national prominence as a land-grant, doctoral, higher research activity university is a testament to the power of strategic planning and disciplined implementation.

A&T Preeminence 2020: Embracing Our Past, Creating Our Future charted a bold, inspiring course for our university. The success we have achieved in putting that plan into practice has built a solid foundation ready to support even greater ambitions.

Our strong, intentional enrollment growth, the strategic reorganization of our academic enterprise and enhancements made to our institutional culture are actions that have fundamentally changed our university. We have emerged as a leader in higher education not only in North Carolina, but nationally, with widespread recognition for our strength in STEM disciplines and for our exceptional contributions to the national workforce in a broad range of career fields, including engineering, business, agriculture, technology and the arts and humanities.

It is time to take the next step, to apply the same level of institutional commitment and disciplined implementation that made our successes possible, to move into the exciting future that we envision in *A&T Preeminence: Taking the Momentum to 2023*. I invite you to learn more about what that journey will entail through the vision, mission, values, goals and metrics represented in these pages.

A handwritten signature in blue ink that reads "Harold L. Martin Sr." in a cursive script.

HAROLD L. MARTIN SR.



About
THE UNIVERSITY

Established in 1891, North Carolina Agricultural and Technical State University is an 1890 land-grant institution and is currently ranked as a doctoral higher research activity university by the Carnegie Classifications of Institutions of Higher Education. With an enrollment of 11,877 students (fall 2017), North Carolina A&T is the largest historically black university in the nation.

Throughout its history, A&T has maintained a rich tradition of excellence in academics, research and outreach. Today, the university is committed to fulfilling its fundamental purposes through exemplary

undergraduate and graduate instruction, scholarly and creative research, and effective public service and engagement. A&T is accredited by the Southern Association of Colleges and Schools Commission on Colleges.

The university offers baccalaureate, graduate and doctoral degree programs through the Colleges of Agriculture and Environmental Sciences; Arts, Humanities and Social Sciences; Business and Economics; Education; Engineering; Health and Human Sciences; and Science and Technology; The Graduate College; and the Joint School of Nanoscience

and Nanoengineering. The curricula have been adapted to strengthen science, technology, engineering and mathematics (STEM)—the academic core and foundation of all programs. The university also has moved rapidly to blend its academic and research programs with the needs of society, forming a symbiotic relationship.

A&T has advanced to the forefront in the area of research—ranking third in the UNC System in sponsored research funding since 2005—and receiving a multimillion-dollar National Science Foundation Engineering Research Center grant, among others.

Executive
SUMMARY

A *&T Preeminence 2020: Embracing Our Past, Creating Our Future* has positioned the university for long-term success, and the refresh will supplement and cement existing gains. Fulfillment of the promise to uphold our land-grant legacy will require a commitment to complete the work that began in 2011. Realizing our vision of preeminence through collaboration, innovation and relentless execution increases our ability to achieve lasting change.

Realizing our vision through collaboration, innovation and relentless execution increases our ability to achieve lasting change.

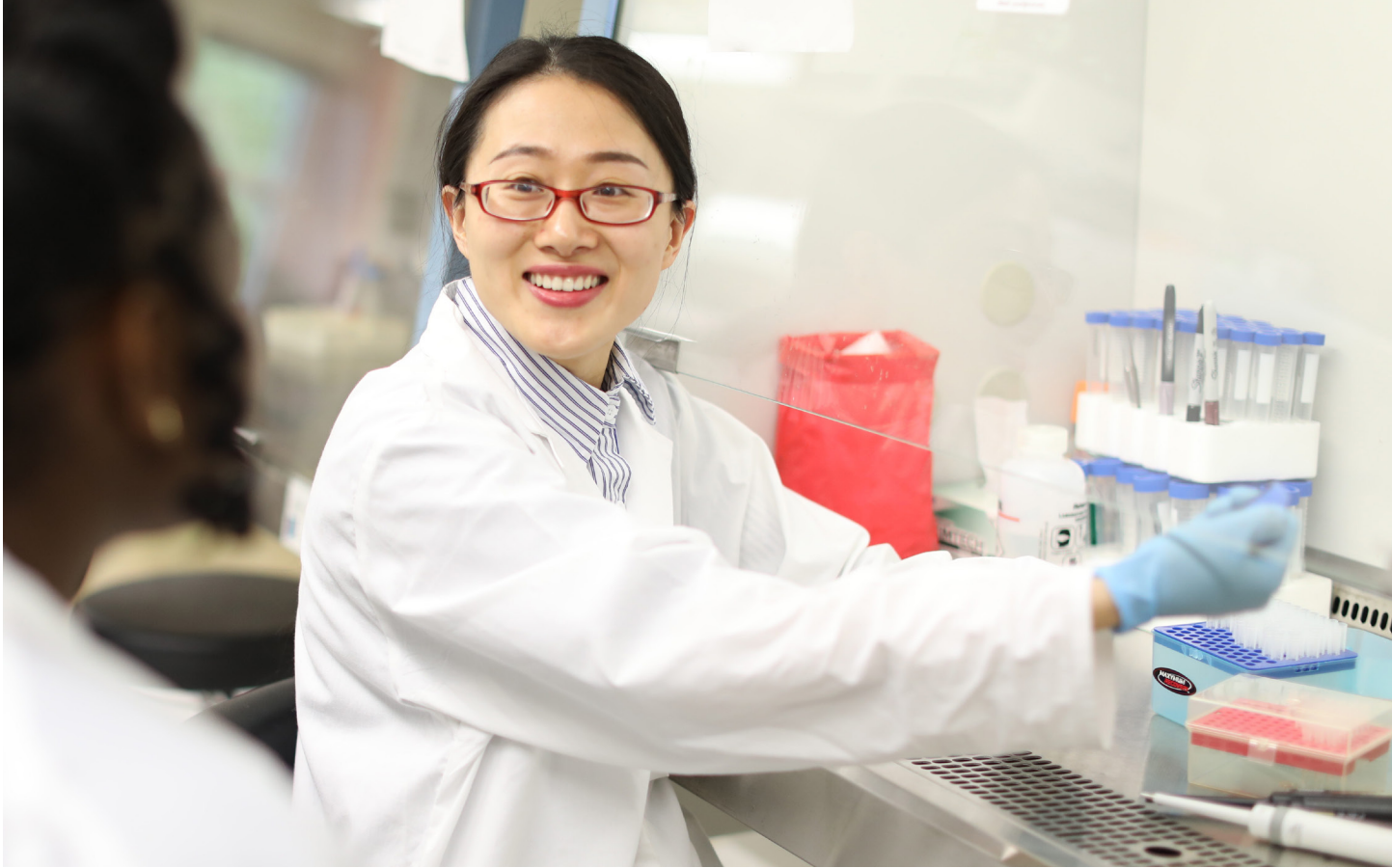
In November 2017, we began work to revise *A&T Preeminence 2020*, to gauge our momentum, refine our course within the highly competitive, dynamic higher education industry, and to incorporate goals and metrics from *Higher Expectations*—the strategic plan for The University of North Carolina System, 2017-2022. The refresh process underscores an important, abiding truth about this work: It truly is never complete but must always be in an ongoing cycle of activity, measurement, assessment and further planning. Done well, it enables a university to responsibly embrace risk and benefit from collective work toward higher aspirations. This work parallels our efforts to grow and sustain a culture of academic excellence.

An important dimension of the refreshed strategic plan is its emphasis on excellence in all disciplines to complement our national distinction in STEM. This new alignment will enable us to

address workforce needs more broadly in the state, region and country, in keeping with the academic reorganization undertaken in the fall of 2016. That reorganization positioned the university to increase its competitiveness in the global marketplace, meet the objectives of *A&T Preeminence 2020* and award more degrees that support careers of the future.

The strategic plan refresh builds on that momentum, supplementing enrollment targets that have already distinguished A&T as the nation's largest historically black university with a strengthened focus on master's and doctoral programs and leveraging the benefits of our focus on student success. Those remarkable outcomes already include an improved academic profile of our student body, enhanced university-wide retention and graduation rates, historic growth in diversity and academic profiles for our intercollegiate athletic teams that match their stellar success in competitions.

In addition to our focus on academic climate, we understand the need for continued and sustained work to create a culture of the future. Aligning the university community with a revised set of core values—responsibility, excellence, integrity, inclusiveness and learning—will help to ensure that our actions are guided by deeply ingrained beliefs that complement the university's updated vision.



An important dimension of the refreshed strategic plan is its emphasis of excellence in all disciplines to complement our national distinction in STEM.

Enhancing our culture includes continued focus on recruiting and retaining highly qualified faculty, administrators and staff who will enable us to experience even greater gains in retention, graduation and the overall operation of the university. It also includes elevating public service, community engagement and entrepreneurship, expanding the reach of the university to meet global needs. We understand that our ambitious plans cannot be realized without continued work to build our infrastructure and resource base.

Why is all of this so important?

Our aspirations are too valuable to our many constituents in the Piedmont Triad region, the state of North Carolina and the nation to allow our pursuit of them to be guided by chance. *A&T Preeminence: Keeping the Momentum 2023* is a roadmap of our collective intentions that will align our efforts with our vision for the future.



Original Strategic Goals

A&T PREEMINENCE 2020

Initiated in the fall of 2010 and approved by the North Carolina A&T Board of Trustees in the summer of 2011, the foundation for *A&T Preeminence 2020* reflected the university's land-grant mission, STEM and interdisciplinary focus, and intellectual climate. Bold, innovative and creative, the plan aimed to position the university to become a premier institution of higher learning and research for the state, nation and world.

- GOAL 1:**

Intellectual Climate

Create an intellectual climate that encourages the creative exchange of ideas and increases the quality of the professional environment
- GOAL 2:**

Excellence in Teaching, Research and Engagement

Commit to excellence in teaching, research, public service and engagement
- GOAL 3:**

Premier Research, Science and Technology-focused Institution

Position the university to be a national, premier research-intensive, doctoral, science and technology-focused learning institution
- GOAL 4:**

Entrepreneurial Spirit and Engagement

Embrace an entrepreneurial spirit that intentionally engages university and community partners to expand economic development and civic engagement
- GOAL 5:**

Diverse and Inclusive Culture

Foster a more diverse and inclusive campus community by promoting cultural awareness and collegiality, and by cultivating respect for diverse people and cultures
- GOAL 6:**

Academic and Operational Excellence

Achieve excellence in academic and operational effectiveness and efficiency





Refreshed MISSION, VISION AND CORE VALUES

MISSION

North Carolina Agricultural and Technical State University advances knowledge through scholarly exchange and transforms society with exceptional teaching, learning, discovery and community engagement. An 1890 land-grant doctoral research institution with a distinction in STEM and commitment to excellence in all disciplines, North Carolina A&T creates innovative solutions that address the challenges and economic needs of North Carolina, the nation and the world.

— Approved by N.C. A&T Board of Trustees, Feb. 16, 2018, and UNC Board of Governors, March 23, 2018.

VISION

North Carolina Agricultural and Technical State University is a preeminent land-grant institution where high-achieving scholars are engaged in transformative teaching and learning, civic outreach, interdisciplinary research and innovative solutions to global challenges.

— Approved by N.C. A&T Board of Trustees, Feb. 16, 2018, and UNC Board of Governors, March 23, 2018.

CORE VALUES

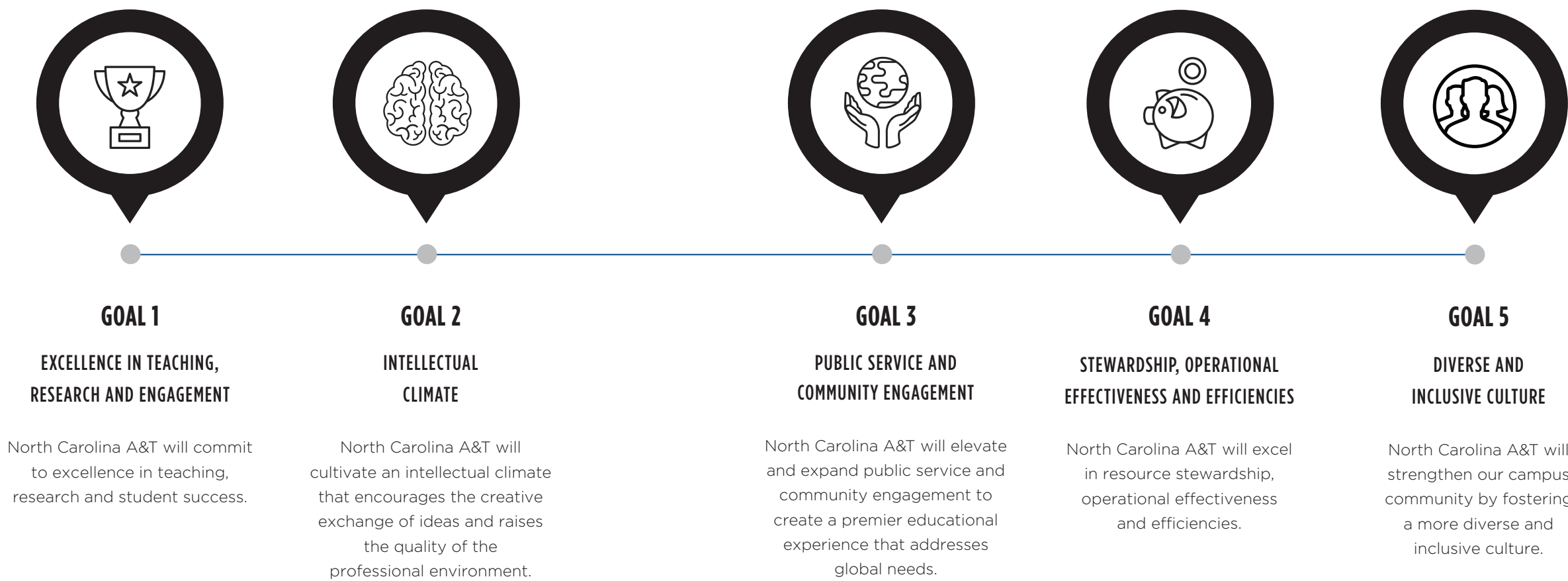
Core values are the deeply ingrained principles that guide our actions and serve as the cornerstone for cultural change. This set of values was inspired by the need for simplicity and the goal to establish universal commitment.

- **Responsibility.**
We hold ourselves accountable to the highest standards of performance for the success of our university.
- **Excellence.**
We demonstrate high quality and attention to detail in all our endeavors.
- **Integrity.**
We uphold high moral character and unwavering ethical behavior.
- **Inclusiveness.**
We commit to diversity and demonstrate inclusiveness as we work together for the advancement of the university and the world.
- **Learning.**
We cultivate a culture of intellectual inquiry, personal growth and achievement.

Refreshed Goals and Strategies

A&T PREEMINENCE: TAKING THE MOMENTUM TO 2023

Approved by the North Carolina A&T Board of Trustees in the summer of 2018, the refreshed goals and strategies of *A&T Preeminence: Taking the Momentum to 2023* build on gains the university made toward *A&T Preeminence 2020*, as well as allow the university to pursue other aspirations.



WE DEMONSTRATE **HIGH**
QUALITY AND ATTENTION TO
DETAIL IN ALL OUR ENDEAVORS.

Goal 1
**EXCELLENCE IN TEACHING, RESEARCH
AND STUDENT SUCCESS**

North Carolina A&T will commit to excellence in teaching, research and student success.

- 1.1. Enhance the quality of the faculty and staff through strategic recruitment and continuing support of current talent.
- 1.2. Increase training and development programs, and provide state-of-the-art technology, to improve teaching, research, advisement and delivery systems.
- 1.3. Practice effective and innovative pedagogy and strategies to enhance learning.
- 1.4. Cultivate university-wide interdisciplinary collaborations in research, application and entrepreneurial innovation to address critical and complex problems.
- 1.5. Strengthen recruitment, preparation, retention, graduation and placement of students.
- 1.6. Develop and promote distinctive interdisciplinary academic programs that create innovative experiences and opportunities for students.
- 1.7. Create programs to ensure the success of students in critical workforce careers.

Goal 2
**INTELLECTUAL
CLIMATE**

North Carolina A&T will cultivate an intellectual climate that encourages the creative exchange of ideas and raises the quality of the professional environment.

- 2.1. Enhance living, learning and collaborative spaces to promote campus community and cultural awareness.
- 2.2. Strengthen and grow our graduate programs by creating a stimulating academic environment that attracts discovery-driven graduate students.
- 2.3. Achieve excellence in communication, computational thinking and informatics/digital fluency to better prepare students in all academic disciplines.
- 2.4. Offer a variety of cultural and professional enrichment activities for students and other members of the university community.

WE UPHOLD HIGH **MORAL**
CHARACTER AND UNWAVERING
ETHICAL BEHAVIOR.

Goal 3
**PUBLIC SERVICE AND
COMMUNITY ENGAGEMENT**

North Carolina A&T will elevate and expand public service and community engagement to create a premier educational experience that also addresses global issues.

- 3.1. Create programs that support educational and professional credentialing to meet the needs of the global workforce.
- 3.2. Develop and leverage partnerships with business and industry, education, government and alumni to achieve strategic outcomes.
- 3.3. Engage university and community constituents to expand economic development and civic engagement.

Goal 4
**STEWARDSHIP,
OPERATIONAL
EFFECTIVENESS
AND
EFFICIENCIES**

North Carolina A&T will excel in resource stewardship, operational effectiveness and efficiencies.

- 4.1. Achieve exemplary end-user service and response time.
- 4.2. Increase diversity of funding sources in research, private and federal funding.
- 4.3. Enhance and develop new relationships with non-research funding entities to broaden the university's portfolio and to increase related funding.
- 4.4. Create innovative revenue-generating opportunities and supportive seed funding.
- 4.5. Enhance and modernize business practices throughout the university.
- 4.6. Optimize available physical, human, financial and other resources.

WE **COMMIT** TO DIVERSITY AND
DEMONSTRATE INCLUSIVENESS
AS WE **WORK TOGETHER** FOR
THE ADVANCEMENT OF THE
UNIVERSITY AND THE WORLD.

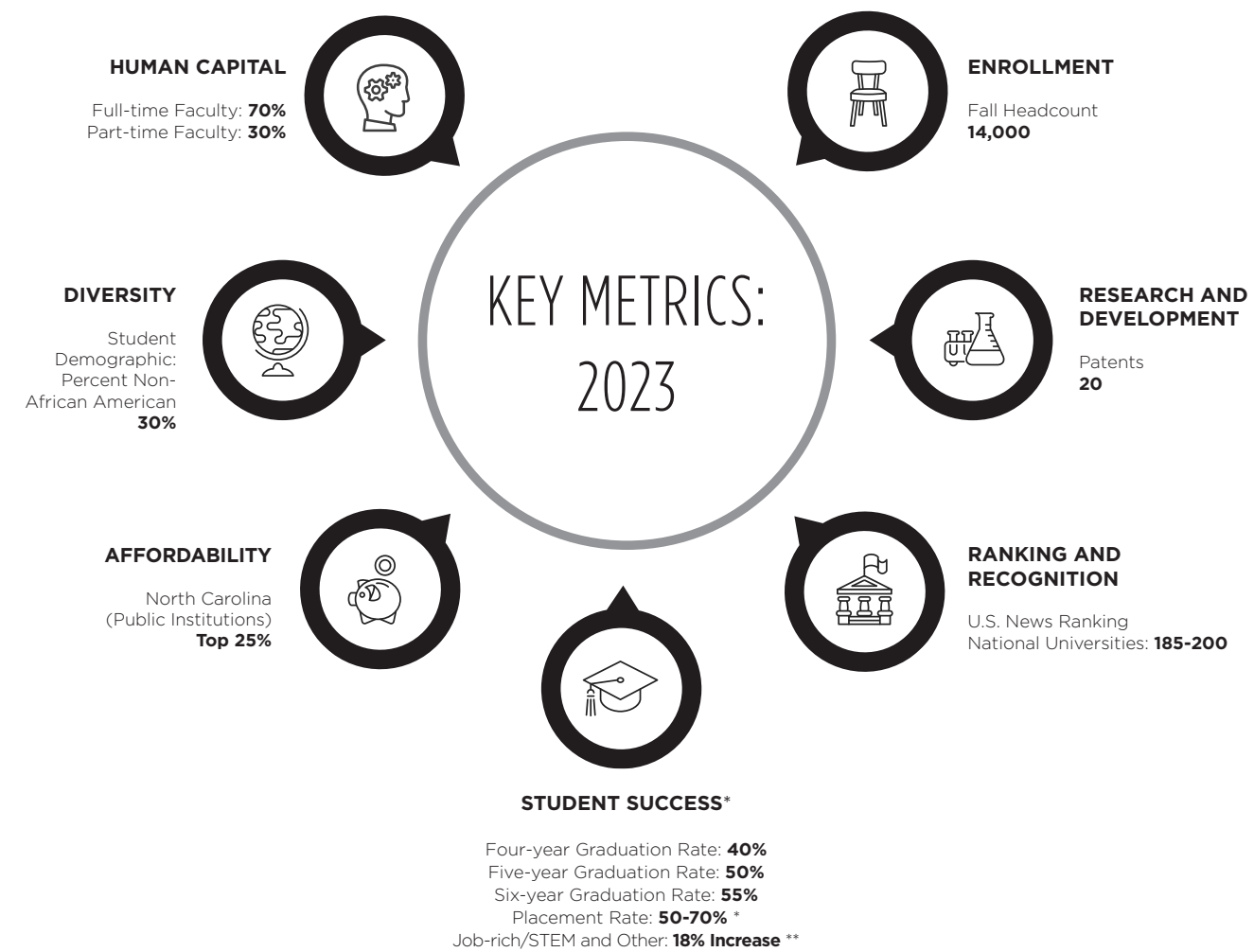
Goal 5 **DIVERSE AND INCLUSIVE CULTURE**

North Carolina A&T will strengthen our campus community by fostering a more diverse and inclusive culture at all levels.

- 5.1.** Enhance the cultural and intellectual environment of the university by advancing an inclusive university campus community.
- 5.2.** Embrace a culture of respect to support diversity in all forms among the faculty, staff and student body.
- 5.3.** Graduate our students with global credentials through experiences abroad, international studies and domestic and international work experiences.
- 5.4.** Address in-state academic achievement gaps facing low-income, rural population and gender-related concerns.

Key Performance INDICATORS

An important part of the strategic plan involves the development of key indicators and metrics to monitor progress toward preeminence. Opportunities to refine these key indicators will be given to the academic and administrative units during the course of planning and implementation. To enhance ownership at all levels of the institution, the academic deans and division vice chancellors will be accountable for the development of plans that link to the goals of the university. Progress updates to the Board of Trustees, university community and other key stakeholders will occur at least annually.



* Placement rate is defined as employment, graduate school or military: 50% placement 30 days after commencement; 60% placement 60 days after commencement; 70% placement 90 days after commencement
** Other - Teacher education and health professions

University
OFFICIALS

STRATEGIC PLANNING STEERING
COMMITTEE

The full Strategic Plan Refresh Committee was comprised of more than 60 members and had broad levels of input from faculty, staff, students and alumni, as well as local government and community leaders.

Chancellor
Harold L. Martin Sr.

*Provost and Executive Vice
Chancellor for Academic Affairs*
Beryl C. McEwen

*Vice Provost for Academic Strategy
and Operations*
Nicole Pride (Interim)

*Vice Provost for Strategic Planning
and Institutional Effectiveness/
Accreditation Liaison*
Muktha B. Jost

Nehemiah—The Leadership Company
Ralph D. Mitchell
Calvin Riley

BOARD OF TRUSTEES

Chairman
Timothy O. King

Vice Chairman
Tim Rice

Secretary
Hilda Pinnix-Ragland

John W. Bluford III
Calvin Brodie
Toby Brodie
Venessa C. Harrison
Donna A. James
Paul L. Jones
George D. Mainor
Laura C. Meagher
Joseph R. Parker Jr.
Delaney Vandergrift, *SGA President*
2018-19, Ex-officio

CABINET

Chancellor
Harold L. Martin Sr.

*Provost and Executive Vice Chancellor
for Academic Affairs*
Beryl C. McEwen

Chief of Staff
Erin Hill Hart (Interim)

*Vice Chancellor for Business and
Finance*
Robert Pompey Jr.

Vice Chancellor for Human Resources
Ericka M. Smith

*Vice Chancellor for Research and
Economic Development*
Sanjiv Sarin (Interim)

Vice Chancellor for Student Affairs
Melody C. Pierce

*Vice Chancellor for University
Advancement*
Kenneth Sigmon Jr.

*Vice Chancellor for Information
Technology/CIO*
H. Thomas “Tom” Jackson

General Counsel
J. Charles Waldrup

Director of Athletics
Earl M. Hilton III

ACADEMIC DEANS

*College of Agriculture and
Environmental Sciences*
Shirley Hymon-Parker (Interim)

*College of Arts, Humanities and
Social Sciences*
Frances Ward-Johnson

College of Business and Economics
Kevin James (Interim)

College of Education
Miriam Wagner (Interim)

College of Engineering
Robin N. Cogger

College of Health and Human Sciences
Lenora Campbell

College of Science and Technology
Abdellah Ahmidouch

The Graduate College
Clay S. Gloster Jr. (Interim)

*Joint School of Nanoscience and
Nanoengineering*
Joseph L. Graves (Interim)

Library Services
Vicki Coleman

North Carolina Agricultural and Technical State University (N.C.A&T) is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award baccalaureate, master's and doctoral degrees.

N.C. A&T does not discriminate against any person on the basis of age, color, disability, gender identity, genetic information, national origin, race, religion, sex, sexual orientation, veteran status, or any other basis protected by law.

N.C. A&T is an AA/EEO and ADA compliant institution.

WE HOLD OURSELVES ACCOUNTABLE
TO THE HIGHEST STANDARDS OF
PERFORMANCE FOR THE SUCCESS OF
OUR UNIVERSITY.



**NORTH CAROLINA
AGRICULTURAL AND TECHNICAL
STATE UNIVERSITY**

1601 EAST MARKET STREET
GREENSBORO, NC 27411
NCAT.EDU